

Communities of Opportunity Interim Governance Group Meeting Notes

November 17, 2014

Members Present: Michael Brown, Deanna Dawson, David Fleming, Betsy Jones, Gordon McHenry, Jeff Natter, Adrienne Quinn, Michael Woo

Staff Present: Kirsten Wysen, Alice Ito, Aaron Robertson, A.J. McClure, Cheryl Markham, Deb Srebnik, Holly Rohr Tran

Welcome and introductions

Kirsten Wysen welcomed the group to this first meeting of the Communities of Opportunity Interim Governance Group and led a round of introductions.

Update on Letters of Interest for place-based Communities of Opportunity

Aaron Robertson reported that the submittal window for Letters of Interest (LOI) closed last Friday, Nov. 14; a list of the 19 applicants was distributed. The LOI is the 1st piece of information from applicants; additional input and conversations (site visits) will also inform selection. Prior to the LOI submittal deadline, The Seattle Foundation (TSF), King County (KC) and some community partners led 4 information sessions in the community, as well as posting a video info session on the web.

The review phase will be staffed by a review committee and informed by this group. Selections will likely be announced in January. (See below for more detail.)

Interim Governance Group (IGG) discussion included:

- Are the areas that we want to work in that haven't applied? Yes, some that showed interest indicated that they are not ready to apply now, but want to stay plugged in for future opportunities.
- Measuring the authenticity of partnerships will be built into the site visit process
- Need clear conflict of interest policies (written and signed?)
- Also need to have a group culture that empowers asking questions to avoid appearance of conflict of interest.
- Consider how we can be clear with the community what our decision-making process is.

Review and decision-making processes and timeline for site selection

For this second round of COO funding, Alice Ito noted that a review committee of 6-8 people (at least half of which are community members) will be set up and operate under a separate charter and act as an advisory body to the IGG on site selection. Proposed review sequence is as follows:

1. Eligibility screen (against criteria published in LOI) and feedback to some of the groups about partnership development opportunities
2. Review panel reviews eligible LOIs; make a first recommendation of 6-7 groups to move forward to site visits.
3. Invite IGG to provide additional info/context for the proposals moving forward.
4. Conduct site visits to address questions flagged during review process, authenticate partnerships, review budget questions, etc.
5. Based in additional info gathered during site visits, review committee will articulate a recommendation for final site selection to the IGG.

The IGG discussed:

- Review panel membership:
 - Community members may experience tension/conflict of interest.
 - Consider having a couple of review panel members that are not from this area; would be unbiased regarding local selection, but have community work experience.
- Extension of timeline for site selection announcement (previously Dec., now likely January).
 - Has not yet been communicated to applicants
 - Design Committee noted that for grantee's budget planning, sooner is better
 - However, these funds are not paying for existing staff, so shouldn't negatively impact 2015 budget planning;
 - Furthermore, by mid-Dec. (when the announcement was originally anticipated), budgets are mostly already firmed up.
- Role of the IGG in the site selection process:
 - Conflict of interest: IGG members should be up front about interests and be candid about sharing feedback.
 - Might be easier to have the conversation if applicants are not in the room.
 - cursory review of proposals before the conversation? Provide info as we progress through the process, scope, recommendation from review committee. Can provide proposals if you are interested in seeing, but not expectation for this group.
 - IGG should have access information in an interactive way and understand where the process is, so they can give input along the way.
- Several group members agreed that place-based investments for 2015 should be limited to 3 (and no more, in the event additional funding comes available for this year)
 - We need to test this and see if it works. Make the effort solid, don't dilute
 - Learning community can help build readiness for future funding opportunities
- Readiness and building and/or strengthening partnerships:
 - How do we describe what shovel-ready means? Some will be able to partner with others to help them.
 - This process can facilitate some matchmaking – add in health-partners.
 - Proposals reflect natural alliances; how do we encourage folks to make new partnerships?

- Business partnerships are not reflected here.
- Caution not to read too much into readiness solely based on LOIs; need to have conversations with applicants to assess readiness more fully.
- Keep flexibility in mind as COO grows and expands. As selected sites grow and move along, could be opportunity to fund more.
 - Don't want to discourage other funders/partners from joining
- This work is about coalition building in south King County – consider how to be inclusive, and not pit groups against each other in order to build the whole region.
- Coordinate and align with other efforts in the region:
 - [Partnership to Improve Community Health \(PICH\)](#): Food systems and physical activity and tobacco, focusing on 2 places in south King County and diffusion zone in all “red” areas.
 - King Conservation District is getting \$1M for improving local food systems, including Farmer's Markets – look for opportunities to partner with this effort. They have met with Public Health-Seattle & King County staff (Celeste Schoenthaler and Kirsten Wysen) and have requested to meet with Seattle Foundation staff to get advice about their RFP.

Interim Governance Charter, role and transition plan to on-going Governance Group in 2015

Kirsten Wysen introduced the [COO Interim Governance Plan](#); the group discussed and offered revisions (noted as comments in the document).

Review advice from COO Design Committee

Alice and Kirsten led the group in reviewing the [Oct. 8 COO Design Committee meeting summary](#), which details lessons learned during the initial design phase and recommendations for the place-based co-design phase.

IGG members that participated in the Design Committee further remarked:

- It takes time to develop trust and depends on institutions engaging community.
- The LOI was intentionally vague; have heard community excitement about this being potentially a game-changer.
- Getting to authentic community engagement takes longer than we think and would like, but the results are very positive!
- Need to be able share learnings/collective understanding for new folks that join in future work. A huge amount of learning has already taken place: how a foundation and King County can work together; how we incorporate community voice; etc. Documenting and understanding learnings needs to be a priority going forward.
- Changing our own institutions needs to continue to be a priority as this work progresses.

Upcoming:

- **Friday, 12/5: Communications and framing meeting** with technical assistance from Tiffany Manuel, Enterprise Community Partners.

- 10-11 a.m. open meeting, with online webinar option, for interested Seattle Foundation, King County and community partner staff.
- 10 a.m.-3 p.m. meeting for Interim Governance Group and staff to dive deep in COO communications strategies. Last hour will be devoted to planning the co-design phase with the three awardees in early 2015 and the inclusive Learning Community/tool box.
- **2015 Interim Governance Group** meetings are:
 - January 20, 2 pm to 4 pm, and
 - March 25, 1 pm to 3 pm

Jeff Natter offered PHPDA's offices as locations for future meeting(s).

Communities of Opportunity

Interim Governance Plan

About Communities of Opportunity

Communities of Opportunity (COO) is a new initiative with the ambitious goal of creating greater health, social, economic, and racial equity in King County so that all people thrive and prosper. It stems from a recognition that the region's overall high quality of life is masking profound differences by place and race – differences that, if left unchecked, will affect the well-being and prosperity of our entire region.

While working on these issues is not new, *how* it's being approached is what is transformative. COO seeks to develop solutions through collaborative partnerships which include those most affected. In its first six months, this new partnership has gained significant positive momentum—engaging community, refining its framework, and convening initial funding partners.

Initial design phase: March – October 2014

To launch COO, [The Seattle Foundation](#) and [King County](#) asked a group of community partners to join them in shaping the initial contours and investments of COO. The Design Committee met six times over six months to design the initial two funding rounds of COO, and it developed the following overall goals and guiding principles for COO work.

Results Statement

Create greater health, social, economic and racial equity in King County so that all people thrive and prosper, regardless of race or place.

Guiding Principles

- Consistently demonstrate the values of equity, respect and partnership.
- Ensure low-income communities and communities of color affected by inequities develop and own the solutions.
- Advocate for and change institutional policies and processes to support equity goals.
- Encourage [investments](#) in long-term community capacity building and in systems, policy and practice changes that lead to greater racial and economic equity throughout King County.
- Partner across issues and sectors to seek preventive strategies that address root causes of today's inequities.
- Be transparent and show how data and community expertise inform initiative strategies.
- Continuously learn, improve and share work publicly.
- Focus on geographic communities with the greatest needs, while simultaneously sharing lessons learned and building relationships across King County – *We are one King County*.

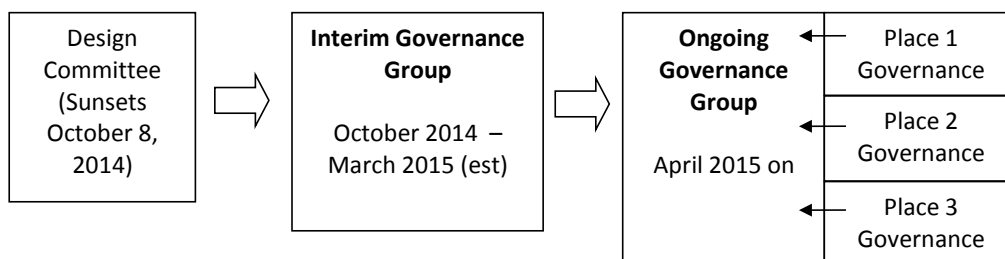
Comment [HRT1]: Both funding and resources

Future governance of Communities of Opportunity

COO has now evolved to a point where it needs to create a governance structure that will position the initiative for long term success. Some form of an ongoing COO Governance Group will provide overall strategic guidance for COO, charting its future course, and orchestrating the different elements of COO into a cohesive whole. Each of the three to-be-identified COO sites will need to be part of that overarching governance group, in addition to having their own local governance tables.

Because the three COO partner communities will not be identified until later in 2014, an **Interim Governance Group** will be convened to shepherd the initiative from October through early 2015. That group will facilitate the establishment of the ongoing Governance Groups, with an expectation that membership would shift at that point.

Evolution of COO from initial design to ongoing governance:



Role of the Interim Governance Group:

- Develop and execute a plan to conduct the functions of and to sunset the Interim Governance Group, including facilitating the establishment of the ongoing Governance Group structure. *Timing: This should happen shortly after the three sites are identified.*
 - This work will entail fleshing out an ongoing Governance plan, and that plan should consider and flesh out the role of the site-specific governing/coordination tables so that is clear what aspects of governance happen at the specific places, and what is the role and value-add that the overarching Governance Group brings.
- Provide overall strategic direction for COO during the interim governance period. (This may include work to cultivate additional funding partners and/or work to align additional relevant funding streams as appropriate and when opportunities arise.)
- Oversee COO communications, evaluation, and staffing during the interim governance period.
- Follow the progress of the “round 1” COO grantees’ systems, policy and practice change efforts, learn from them, and support them in furthering cross-sector connections where appropriate.

Comment [HRT2]: What is the IGG’s role in decision-making?

- Process needs to be out in the open; transparent
- 1st round funding process wasn’t clear
- Want active decision-making activity from IGG, but funders have “fatal flaw” review (need to define “fatal flaw”)
- Need to keep politics out of decision-making (follow LOI criteria closely to keep non-political)

Comment [HRT3]: Feedback specific to Round 2 selection:

- Should be diversity of the kinds of communities that are selected (also recommended by Design Committee)
- Need more definition around criteria (e.g. shovel readiness, financial stability, etc.)
- Add guideline about communicating lessons learned
- Strike balance between providing info but not overwhelming folks
- Would be helpful for this group to see a scoresheet before it’s finished.

- Engage with and shepherd COO's involvement in the Living Cities Integration Initiative.
- Inform the shaping of the COO element of the proposed King County Best Starts for Kids levy.

Comment [HRT4]: Good to see this on the list

Interim Governance Group Members:

1. Michael Brown, The Seattle Foundation
2. Deanna Dawson, Sound Cities Association
3. David Fleming, Public Health-Seattle & King County¹
4. Hilary Franz, Futurewise
5. Betsy Jones, Executive's Office, King County
6. Paola Maranan, The Children's Alliance (*invited*)
7. Gordon McHenry, Jr, Solid Ground
8. Jeff Natter, Pacific Hospital PDA
9. Adrienne Quinn, King County Department of Community and Human Services
10. Michael Woo, Got Green (*invited*)

COO Staff Leads:

Alice Ito, The Seattle Foundation
Kirsten Wysen, King County

For more information, contact either Kirsten Wysen (kirsten.wysen@kingcounty.gov) or Alice Ito (a.ito@seattlefoundation.org).

¹ Anticipate transition to Patty Hayes, Interim Director of Public Health, in 2015.

Communities of Opportunity Design Committee

Lessons learned, recorded at the last meeting on 10/8/14, White Center CDA

Attendees: Alice Ito, Seattle Foundation; Paola Maranan, Children's Alliance; Gordon McHenry, Solid Ground; Sili Savusa, White Center CDA; Dinah Wilson, City of Kent; Jennifer Martin, The Seattle Foundation; Aaron Robertson, The Seattle Foundation; Judy de Barros, Program Consultant for Neighbor to Neighbor (N2N), The Seattle Foundation; Bao-Tram, Seattle Foundation; Nadine Chan, Public Health-Seattle & King County; Deb Srebnik, King County Department of Community and Human Services; Kirsten Wysen, Public Health – Seattle & King County



What worked?

We stayed focused on what we're trying to accomplish since 2013, the Design Committee focused on how. Institutions stayed focused.

Braided funding, resources from many sources versus siloed approaches.

With power differentials in the room, it worked.

Why? Spoken & unspoken communication.

Clear, concise, transparent, be open, frankness.

We gained more allies in and out of institutions to support community-driven work.

County acknowledgment of Communities of Opportunity in the levy.

We practiced "unlearning."

New people came to table, got to know each other.

Well-organized policy/systems change review process was adaptable to large number of proposals.

Seattle Foundation & King County learned during the review process.

Seattle Foundation & King County did a self-check on working with communities.

Community organizations gained more info about institutions.

Things were called out, KC & TSF could do things differently

Product resulted in real involvement, to change processes, communicate out. It would be great if the institutions made these changes more normal. Note this!

Unpack & address issues.

Next time – ground rules would be useful.

What didn't work so well, what needed to be unlearned?

Spell out government concerns about what to fund for policy and systems changes, up front.

Be transparent.

Be clear about how decisions or consensus are reached.

Dominating voices.

Role clarity – consensus or King County and Seattle Foundation decision-making?

Offer real ways to catch up when people can't attend meetings.

Study this case, present the approach as a way to demonstrate changes to "business as usual."

Next time use metrics on community participation.

Co-design recommendations:

- Clarify the change(s), do root cause analysis before jumping to solutions.
- Position ourselves as resources to communities: e.g. help by finding data they need.
- Due to constraints of the county as a public entity, the work cannot be completely community-driven, yet will be co-designed.
- Building capacity from community perspective is necessary in order to achieve systems change, and in order to sustain that change.
- Positioning of King Co and TSF as facilitators and help support the successful collaborations and future sustainability.
- In addition to 3 sites, must plan for larger learning community and relevance to county as a whole.
- Interim Governance Group – can begin establishing guides for ongoing and future resources, processes, best practices, etc.
- Provide technical assistance to communities. Offer a range of supports. Can include high tech, low tech, logistical help, etc. Sometimes very basic help can make the difference.
 - Building trust; addressing potential tension among those at the table (and others).
 - Attend to bringing people together and keeping them engaged.
- Provide introductions; connect people, facilitate relationships.
- Formalize information and processes for access and communication among participants, funders, etc.
- Be conscious about internalizing changes within institutions – (a community member won't always be available).
- Consider "TA – light" – coaching: short term, hands-on assistance as needed. Not necessarily a big time-investment in TA time that will drain the group.